

The Water Board Academy's LEADERSHIP PROGRAM



"The State Board's mission is to preserve, enhance and restore the quality of California's water resources, and ensure proper allocation and efficient use for the benefit of present and future generations."

—SWRCB Strategic Plan, 2001

WATER BOARD BUILDING CALIFORNIA'S FUTURE TRAINING WATER LEADERS TODAY ACADEMY

Celeste Cantú, executive director of the Water Boards, recently stated that future "water challenges will be multifaceted, torn by conflicting agendas, and rigorously demanding scientifically." These issues will require enhanced leadership capability at all levels and within all program areas of the organization.

Working with the State and Regional Water Boards, the Office of Statewide Initiatives has created the Water Board Training Academy, which offers development opportunities for all Water Board staff. Managers and supervisors at all levels of the State and Regional Water Boards are invited to attend these courses. Staff development is essential for our success.

Like the westward expeditions in the early 19th century, the path for Water Board staff of the 21st century is uncharted. Today's "water leaders" face daunting challenges in their efforts to solve California's water problems. After a few decades of intense regulatory attention, the most difficult problems remain unresolved. We must turn these problems into opportunities for guiding California toward better solutions that involve California's lifeblood—water.

The Water Board Academy's Leadership Program is designed to challenge and develop Water Board staff by providing training in three distinct curricula:

- **Leadership Principles Series**
- **Collaborative Leadership Series**
- **Leadership Seminar Series**



The Leadership Principles Series provides the latest in leadership theory and prepares staff to better pilot others in creating more effective programs. Course offerings at this time include:

- **Science and the Art of Leadership** introduces participants to the work of Daniel Goleman and his concept of emotional intelligence (EI), with particular emphasis on the relationship between EI and leadership success.
- **The Work of Leadership** introduces participants to the work of Ronald Heifetz of Harvard University, and in particular his concept of "adaptive change" and the leadership skills required to meet such challenges.
- **Leading Change** is based largely upon the work of John Kotter, Professor Emeritus at Harvard University, and his "Eight Steps to Transforming an Organization," as well as his insights into why transformation efforts fail, and strategies and techniques to mitigate the risks of transformation efforts.

The Collaborative Leadership Series develops the requisite skills for staff who face the challenges of working with a variety of stakeholders in: consensus building, negotiating, reviewing and setting priorities. Course offerings at this time include:

- **Designing an Effective Stakeholder Involvement Process** presents staff with a "roadmap" and associated skills for designing a collaborative stakeholder process.
- **Managing and Communicating Scientific Information Effectively** provides staff with training on how to effectively use scientific information in our work.
- **Facilitating and Negotiating in Collaborative Processes** presents staff with strategies and skills for their roles as participant/negotiator and coordinator/facilitator in collaborative stakeholder processes.

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ABOUT THE LAND USE AND NATURAL RESOURCES PROGRAM

UC Davis Extension's Land Use and Natural Resources (LUNR) program—one of the largest of its kind in the U.S.—aims to meet the needs of planners, natural resources managers, government officials, consultants, designers, developers, attorneys and others involved in planning, natural resources, and regulatory processes. With more than 80 classes, conferences and training events that serve over 3,500 people each year, the program includes courses on land use and environmental law and policy, natural resources management, water policy, housing and community development, transportation management, GIS applications and public finance and real estate. The program offers a certificate in Land Use Planning, as well as customized contract courses.

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EXTENSION**
PROFESSIONAL AND CONTINUING EDUCATION

The Leadership Seminar Series provides the venue and context to more fully survey and develop the leadership skills necessary to meet increasingly complex and sensitive tasks. Most of the courses offered in this series will be seminars or workshops. Some will require significant amounts of self-guided and team-guided exploration. Course offerings include:

- **The Regulatory Craft** provides State Water Board officials and other environmental professionals with a deeper understanding of the techniques of environmental problem solving, with guidance on when and where such techniques might best be applied. These workshops are based on the book by Malcolm Sparrow.
- **Leadership and the New Science** (conceptual) provides an organic learning experience based on the book by Margaret Wheatley.

For course dates and locations

Go to our SWRCB Intranet site at <http://trainingweb.swrcb.ca.gov/> and click on the "SCHEDULE" button. You can search by date, course name, location or category (these are in the "Water Leadership Program" category).

For more information

For the Water Leadership Program: Contact Greg Gearheart at 1-916-341-5892 (CALNET 8-471-5892) or Zori Lozano-Friedrich at 1-916-341-5282 (CALNET 8-471-5282).

For the Water Board Academy: Contact Barbara Andersen at 1-916-341-5519 (CALNET 8-471-5519) or visit our intranet website at <http://trainingweb.swrcb.ca.gov/>.

To enroll

Go to our SWRCB Intranet site at <http://trainingweb.swrcb.ca.gov/> and click on the "SCHEDULE" button. State and regional board staff members need to obtain approval from their supervisor to attend prior to registering online. Detailed registration instructions can be found at our site. For assistance please contact Valerie Reeves at (916) 341-5272, Cal Net 8 741-5272 or vreeves@exec.swrcb.ca.gov.

For those with disabilities

The facilities are accessible to people with disabilities. Individuals requiring special accommodations are requested to contact Linda Gould at (916) 341-5882 at least five (5) days prior to the training date. TTY users may contact the California Relay service at 1-800-735-2929 or voice line at 1-800-735-2922.